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COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

Vol. 11, No. 21 March 23, 1972

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EQUAL OPPORTUNITY: Race Relations

Gen. Cushman, Marine Corps Commandant, Says:

Marines Giving 'Top Priority' to Equal Opportunity Programs

In an exclusive interview on the subject of race relations, General Robert E. Cushman, Jr., Commandant of the Marine Corps, recently discussed for **Commanders Digest** *the Marine Corps' racial problems, policies and programs. Here are his statements on what the current racial situation is, the progress made to date, and what he wants the Marine Corps to accomplish in the future.*

This is the sixth in a series of high-level interviews on "Race Relations and Equal Opportunity in the Armed Forces." The previous interviews, with General William C. Westmoreland, Army Chief of Staff; Robert F. Froehlke, Secretary of the Army; Admiral Elmo Zumwalt, Jr., Chief of Naval Operations; John H. Chafee, Secretary of the Navy; and Robert C. Seamans, Jr., Secretary of the Air Force, appeared on Oct. 28, Nov. 4, Jan. 13, Jan. 20, and Feb. 17, respectively.

I have given top priority to our Marine Corps Equal Opportunity programs. I view the human relations problem as one of today's challenges to the Marine Corps; therefore, it is a challenge to which we have given the highest priority and to which we have directed our full resources.

The time has passed when Marines were saying, "We have a problem here, something must be done." We have now moved into the "doing" stage. I am encouraged by the results thus far and more determined than ever to continue seeking improvement.

Let me first tell you why we regard our effort in the area of human relations as so vital: first, because equal opportunity is morally right, and second, because human relations are directly related to combat readiness.

As you know, every Marine is first a rifleman. We exist as a force-in-readiness with every man in the Marine uniform ready to move out in an amphibious operation. We are considerably smaller in number than the other armed forces. Our mission demands trust and confidence among individual Marines. We count on teamwork in our closely knit organization. The effects of prejudice or

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RECRUITING PROGRAM. Marine Corps Commandant, General Robert E. Cushman, Jr., right, discusses a recruiting poster with Major Soloman P. Hill, head of the Marine Corps Minority Officer Recruiting Program. Gen. Cushman has directed an intensified search for minority officers to ensure equal opportunity in the Marines' commissioning program. (Official U.S. Marine Corps Photos)

EQUAL OPPORTUNITY

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a breakdown in human relations threatens this teamwork for which we have worked so hard and upon which our combat readiness and effectiveness are based.

I don't think Marines need any more speeches or promises of equal opportunity. What we are focusing on now is action—new programs, better communications on all levels, scrutiny and review of the results of our programs, and most important of all, an open mind.

Let me describe some of the things that are being done to improve race relations in the Marine Corps and insure equal opportunity to every man in our uniform.

Our official Marine Corps Order states unequivocally:

"The Marine Corps will provide equal opportunity for all military members and civilian employes without regard to race, color, religion, sex or national origin, consistent with requirements for physical and mental capabilities. All personnel in the Marine Corps must recognize the importance, dignity and needs of the individual. Discrimination in any form will not be tolerated."

A Grassroots Approach

Based on this statement of policy, we have taken a grassroots approach. We are working on a far-reaching human relations education program which last year saw more than 1,600 Marines undergo a pilot program at Camp Lejeune, N. C., and Camp Pendleton, Calif. We were encouraged by the results.

As a further part of the program, since December of last year we have graduated 47 instructors from our Human Relations Instructors Course at San Diego, and currently 90 additional students, officer and enlisted, are undergoing the instruction. They will be distributed throughout the Corps and hold school in their units. By the end of this year, we anticipate the majority of our Marines will have received this Human Relations education.

'We are making it clear, in no uncertain terms, that there is no room in the Marine Corps for racism.'

We have expanded our Equal Opportunity Branch at Headquarters Marine Corps. This office is not only seeking ways to implement our equal opportunity policies, but also carefully follows the progress of our programs.

Improving Communications

Improving communications on all levels is a major consideration, and I am encouraged by the progress we are making. From the relationship between the young enlisted man in a rifle company and his squad leader all the way up to my dealings with top level Marine commanders, we have emphasized awareness and streamlined procedures to ensure that all Marines are heard. Every Marine with a problem or proposal can take it up through the chain to his commander by his right to request mast. We have laid a solid procedural foundation for minority-group Marines to be heard.

It has come to my attention that a number of the complaints of minority-group Marines about military justice stem from their belief that they get "written up" for breaches of discipline for which white Marines do not get "written up." This is a problem which is being vigorously addressed. Over and above this, however, I hope that there are steps which we can take to increase the confidence of minority-group Marines in military justice. I have directed my staff to study and develop programs designed to build such confidence. I have

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MARINE AVIATOR. Lieutenant Colonel Frank E. Peterson, Jr., former commander of Marine Fighter Attack Squadron 314 in Vietnam, was the first black to become a Marine aviator and the first to command an aviation squadron in the Marine Corps. Col. Peterson is now assigned at Marine Corps Headquarters as Assistant Head of the Equal Opportunity Branch.

COMMANDERS DIGEST

A publication of the Department of Defense intended to provide official information to commanders and key personnel on matters related to Defense policies and interests, and to create better understanding and teamwork within the Department of Defense.

Published weekly by the American Forces Press Service, 1117 N. 19th St., Arlington, Va. 22209, a unified activity of the Office of Information for the Armed Forces, OASD (M&RA). **Reproduction of content is authorized.**

Defense Department Backs Proposed Drug Treatment Bill

The Department of Defense strongly recommends enactment of a bill to authorize treatment and rehabilitation of drug-dependent members of the armed forces and to permit treatment of drug-dependent former service members by the Veterans Administration and other responsible agencies.

Testifying before an Armed Services Subcommittee on Drug Abuse Feb. 29, Assistant Secretary of Defense (Health and Environment) Richard S. Wilbur said that one bill, S. 2139, implements recommendations made by President Richard Nixon in a June 17, 1971, message.

It was in that message that the President directed the Secretary of Defense to take a number of actions which included, among other things, the start of urinalysis identification program of Service personnel leaving Vietnam.

As Dr. Wilbur noted, the Secretaries of Defense and the Military Departments found they had considerable legal authority to conduct their part of the President's comprehensive national effort against drug abuse—but also uncovered some areas where additional authority would contribute to the DoD drug program.

Identified Areas

Among the areas identified and incorporated in S. 2139, the bill that DoD is supporting, were:

Express authority to order an individual to take an examination for the purpose of determining drug dependency;

Express authority to require an individual to undergo treatment for his condition, with or without his consent;

Authority to retain an individual on active duty for a short period of time for treatment even though his service commitment may expire during such period of treatment;

Entitlement for an individual to be treated at facilities of the Veterans Administration or other appropriate agencies for drug dependency, notwithstanding the character of his discharge;

Dr. Richard S. Wilbur

Assurance to individuals that no punitive action will be taken and that discharge will be under honorable conditions if an individual's only offense is drug dependency discovered as a result of examination or because he volunteered for treatment for his condition;

Authority for the Secretary of Defense to make exceptions to the lost-time provisions of section 972, title 10, United States Code, when such exceptions would further the purposes of the program;

Authority for the Secretary of Defense to make exceptions to the pay forfeiture of section 802, title 37, United States Code, when such exceptions would further the purposes of the program; and

Exclusion from strength ceilings of individuals who are being retained in the Service solely for treatment of their drug dependency.

In coordination with the Office of Management and Budget and Jerome H. Jaffe, M.D., (Director of the Special Action Executive Office of the President), the points were drafted by Department of Defense officials into a legislative proposal containing the legal authorities that were believed necessary for a more effective program.

A Number of Bills

Assistant Secretary Wilbur noted that the Department of Defense has been asked to comment on a number of bills before Congress relating to drug abuse or drug dependency among military personnel. "In general," he said, "we have fully supported the objectives of these bills, but we prefer S.2139 in lieu of the other bills because, in our opinion, it contains all of the provisions necessary for an effective drug abuse control program and it is consistent with the over-all national program and with our primary mission of national defense." Earlier in his testimony, Dr. Wilbur traced the development of the Armed Forces Drug Abuse problem, observing that by and large it developed much as it did within the civilian sector of American society. Several years ago, the primary drug of abuse was marijuana, he said, but when it became apparent later that a significant number of service members had turned to "hard drugs," DoD revised its policies to place a new emphasis on identifying those drugs abusers and to assist them in overcoming their drug problems.

Epidemic Reversed

In his conclusion, he reiterated that, in his opinion, the heroin epidemic among our troops in Vietnam has been reversed.

"I believe it is significant that the reversal could be obtained in such a short time. It could not have been done without the complete support of senior commanders and tremendous effort from individuals throughout the chain of command," he said.

Dr. Wilbur was careful to point out that the drug problem has yet to be resolved, that it remains a serious problem, and that "we still have much to do and are constantly adjusting our programs to make them more effective."

With An Eye to the Future

DoD Considers Environmental Effects In Planning Military Programs

The very fact that the primary mission of the Department of Defense often involves actions that, by their very nature, are harmful to the environment that surrounds us, makes it important for DoD to maintain close surveillance over the environmental effects of its operations.

As a consequence, about a year and a half ago, the Secretary of Defense reorganized the Department to create an Assistant Secretary for Health and Environment and a Deputy Assistant Secretary for Environmental Quality.

Mr. Busterud

The man selected to be the Defense Department's first Deputy Assistant Secretary for Environmental Quality was Mr. John A. Busterud, who, at the time of his nomination, was a practicing attorney and partner in a California law firm.

The developments logically followed the establishment of the Environmental Protection Agency (EPA) created at the direction of President Richard Nixon to carry out the mission of integrated policy making and pollution control.

Before the establishment of EPA, environment-related activities within the Federal Government were scattered among a number of departments and agencies. Now there is a single interrelated system to make a coordinated attack on environmental problems.

Environment Act

The National Environmental Policy Act became effective on Jan. 1, 1970, and represented a giant step toward providing a sound basis for a cleaner environment. It formalized the creation of a Council on Environmental Quality and provided the requirement that the environmental impact of governmental actions be taken into account as part of the decision-making process and be reflected in the preparation of environmental impact statements.

Guidelines and requirements were formulated for the massive cleanup job that lay ahead. Stringent standards and requirements were enacted over the civilian sector of the economy, both in the air and the water field.

Over the past years, the basic attacks have been directed to the problems of air pollution, water pollution and pesticide hazards. The President's environmental message to Congress on Feb. 8 indicated that the new thrust will be "to come to grips with the basic factors which underlie our more obvious environmental problems—factors like the use of land and the impact of incentives or disincentives built into our economic system."

These new areas of concern are being reflected in Presidential Executive Orders such as No. 11644, "Use of Off-Road Vehicles on the Public Lands," and No. 11643, "Environmental Safeguards on Activities for Animal Damage Control on Federal Lands."

DoD has taken the steps that it has because the proliferation of Federal and State legislation has made it essential for each Federal executive department to exert leadership in carrying out its own activities in a way that will be compatible with environmental laws and regulations and in tune with the environment.

Moreover, Executive Order 11507 issued by the President requires that all Federal agencies conform to the same standards that were imposed upon the civilian sector of the economy. This in turn led to the necessity for increased interest in DoD as to environmental matters.

The National Environmental Policy Act requires that environmental assessments be made of all military programs, followed by the filing of environmental impact statements in those cases where there is a significant effect upon the environment.

Leadership Responsibility

One important responsibility of the Office of Environmental Quality is to provide leadership to the Military Departments in developing techniques for identifying possible impacts in early planning stages and in building environmental considerations into planning phases of all proposed DoD actions.

A second important role of the new office is supervision of the massive cleanup operation required by Federal and State water, air and solid waste statutes and regulations. While there are offices handling this work in each of the Military Departments, there is a responsibility to provide leadership in the area and to act as a liaison between the Military Departments and the enforcement offices of Federal and State agencies.

A third area of concern is in the field of conservation. The DoD controls some 29,000,000 acres of real estate, and thus has a heavy responsibility for carrying out its stewardship in a way that is sen-

sitive to the need for preserving natural resources.

This has involved extensive wildlife programs, shared use of military reservations and review of surplus lands for possible transfer to State and local governments.

The new Office of Environmental Quality has the responsibility to implement the Executive Order pertaining to "Use of Off-Road Vehicles on the Public Lands." Because of the vast acreage under control of the DoD, this will be a significant undertaking; by controlling off-road vehicle use, it will insure that ecological balances are maintained.

A final responsibility of the new office is in the international field. Secretary of Defense Melvin R. Laird has directed that DoD cooperate with other Federal agencies in providing environmental leadership to the international community.

In that connection, the Office of Environmental Quality is representing DoD in preparations for the Stockholm Conference on the Human Environment to be held in June of this year and in other international and regional environmental programs.

DoD, through the new office, will also inventory the pollution-handling facilities at U.S. foreign bases, to assure that those bases are keeping abreast of applicable foreign laws and regulations.

The Secretary of Defense has directed that the Services provide five-year plans for pollution control activities and such plans have been prepared for upgrading waste water treatment facilities, heating plants and incinerators.

The magnitude of the pollution control program becomes apparent when it is realized that the amounts authorized for DoD pollution abatement construction projects have dramatically increased from $18.8 million in FY 1969 to $131 million in 1972.

The over-all program involves about 900 projects to control air pollution at 400 installations and about 1,100 projects at 570 installations to control water pollution. The projects are currently in various stages of completion with respect to engineering, design and construction.

Air pollution control projects are designed to meet air quality standards applicable to the area in which the installation is located. The projects are basically concerned with heating-plant fuel conversions to eliminate sulfur and fly ash, facilities for processing industrial exhausts and the construction of incinerators or other methods of solid waste disposal.

Water pollution control projects provide collection and treatment facilities for sanitary and industrial water-borne wastes or, where feasible, connection to municipal systems. Where possible, DoD enters into joint-funding agreements with local communities to provide required facilities.

Improving Environmental Quality

Although DoD cooperates with all the States in improving the environmental quality, its major dealings are with the industrial states on the two coasts. Typical is California, where a number of projects to improve our environment are underway.

As an example, there is a firefighting training facility at the Navy School at San Diego. Procedures are being used there to reduce the quantity and effects of smoke produced during training. The procedures involve the use of afterburners and water sprays and the results have been most successful.

The Air Force Environmental Health Laboratory at McClellan Air Force Base at Sacramento, Calif., provides consultant services to Air Force installations throughout the United States. With a mission to assist in solving environmental health and pollution problems, its contributions have been significant.

Research & Development

In addition to funds for construction projects, the DoD has requested a larger budget for research and development (R&D) activities in pollution control. DoD has increased from a budget of $18.3 million for R&D field activities in FY 1972 to $34.2 million in its request for similar funds for 1973.

There is a research project under way at Port Hueneme, Calif., where the Navy is undertaking a valuable program to compile data on pollution involving ships, aircraft and shore installations. Specialists in pollution control and systems analysis, using computers, will analyze information collected in the field.

The analyses will suggest corrective

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also ordered my staff to determine how minority-group Marines can become more actively and appropriately engaged in the administration of military justice. I believe that their confidence in the system will increase as the result of their active participation in its administration.

Educational Opportunities

We continue to encourage every Marine to further his own education. Each Marine has access to an education officer who provides personal counseling concerning the available programs through which the troops can earn high school diplomas or even college degrees through tuition assistance programs. I view these educational opportunities, in particular, as a way for a minority Marine to make up for any lack of schooling he suffered in the past.

Our inspection teams sent from Headquarters to the major Marine commands throughout the world have an equal opportunity inspector with them. We want problems to come out in the open so they can be dealt with. We are making it clear, in no uncertain terms, that there is no room in the Marine Corps for racism.

'. . . we have emphasized awareness and streamlined procedures to ensure that all Marines are heard. Every Marine with a problem or proposal can take it up through the chain to his commander. . .'

As of Dec. 31, 1971, approximately 12.3 per cent of the Marine Corps was black, while another 1.21 per cent consisted of other minority personnel. The principal complaints made by black and other minority-group Marines center in three areas. These are promotion, job assignment, and military justice.

We are responsive to every single indication of discrimination in these three areas. Some comments and reports are unfounded or are the results of rumors or poor communications. Others show substance and are investigated fully in order to ensure appropriate corrective action. It is important that we restore and maintain the individual Marine's confidence in the system.

WORKING TOGETHER. A black Marine sergeant instructs a recruit at the Stewart Mesa, Calif., rifle range.

Advisory Committee

A significant innovation of ours in handling the marriage of our policies to individual cases was the formation of the Commandant of the Marine Corps Advisory Committee for Minority Affairs. This committee consists of 13 prominent citizens from the private business sector who represent a spectrum of races. They act not only to advise me on ways to better effect our policies but they are free to examine our policies in action, out in the field, and recommend changes. A major advantage we have gained from the formation of this committee is that these men are not wedded to the military system.

'. . . we intend to deal squarely with this issue. . . . We have set our course and it is a good one. We will not renege on it.'

It is one thing for me to outline all of our official policies and programs here and yet quite another for these to become the modus operandi for every individual NCO or company grade officer.

'I don't think Marines need any more speeches or promises on equal opportunity. What we are focusing on now is action—new programs, better communications at all levels, scrutiny . . . of the results . . ., and most important of all, an open mind.'

We have become aware of the problems, and I have outlined the start we have made to solve them. I have stated here, as I did on the day I became Commandant, that we intend to deal squarely with this issue. Achieving these goals will take time. We are dealing with a group of almost 200,000 individuals. The composition of which changes daily with the continuous inflow of new enlistees. This is a complex problem we face, rooted in conflicting cultural and social values. We have set our course and it is a good one. We will not renege on it.

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measures that may be taken and provide planning data and requirements. Data will be developed, evaluated and catalogued to provide a quick response to any type of inquiry.

Vessel Pollution

Research work and studies for controlling water pollution from vessels have been underway by the Navy for several years. They will determine the most suitable approach to meeting standards being developed by the Environmental Protection Agency.

Following considerable research work, a sewage treatment unit was installed on a Navy vessel in September, 1971.

Four other contracts have been awarded for second-generation type units capable of handling shipboard wastes from 200 men. The Navy is also installing onboard systems for holding wastes which can then be disposed of at shore facilities. Projects are planned in FY 1973 to provide sewage collection facilities on Navy piers so that vessels can discharge their holding tanks.

Pollution From Jet Engines

The Air Force and Navy have been playing a leading role in abating jet engine pollution. While the initial R&D effort stemmed from the need to eliminate smoke to reduce detection from the enemy, the effort has resulted in a spin-off of environmental benefits.

Main emphasis in the program has been to modify the engine used in F-4 aircraft to reduce smoke. Estimated cost for the F-4 fighter fleet conversion is about $35 million.

Improved engine design for the engine used on the C-5 aircraft is in progress and modification is estimated at $5 million.

The Navy has also been active in the same field, and certain aircraft engines will be retrofitted to reduce particulate emissions. Additionally, new aircraft such as the F-14, F-15 and the B-1 will be equipped with smokeless engines.

Low- and Un-leaded Gasoline

Based on Presidential guidance, on Dec. 3, 1970, a Memorandum was issued requiring maximum use of low-lead and un-leaded gasoline throughout DoD as soon as existing contracts expired. Contracts now being made indicate that the Defense Supply Agency is able to obtain about 85 per cent of its bulk fuel requirements in the low or unleaded product.

DoD is also in the process of developing closed environmental systems for its military industrial plants. There are also other pilot projects now being worked on that should be useful to the civilian sector.

Demonstration Projects

The Department of the Army has joined with the Environmental Protection Agency to demonstrate advanced technology on an existing military ammunition production activity to remove the nitrogen oxides during production. A molecular sieve and catalytic bed will absorb nitrogen oxide which is later driven off and returned to the manufacturing process. The process will result in actually producing nitric acid for re-use, as well as effluent control.

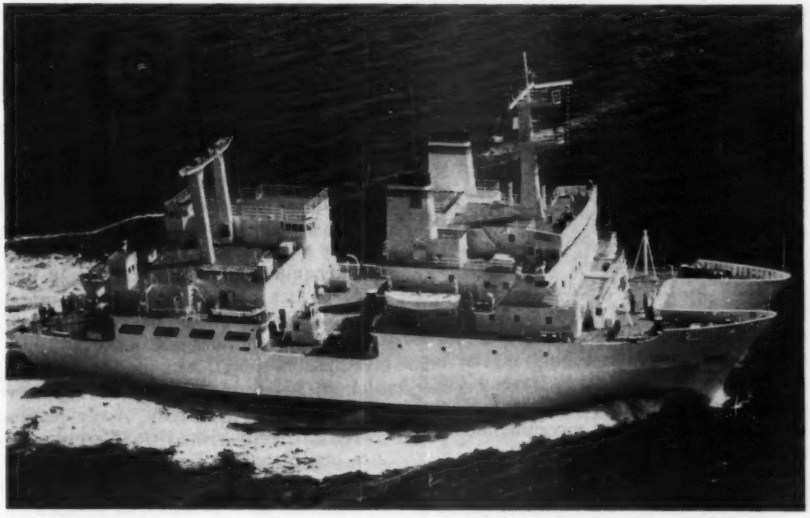
The Department of the Navy has expanded its environmental quality program at Pearl Harbor, Hawaii, to a total environmental concept, involving the establishment of a data base program and the cleanup of all Navy-controlled shorelines as well as sunken hulks and abandoned structures.

The Air Force, through a cooperative effort with the civilian community, is making 280 acres of land available at Eglin Air Force Base, Florida, for use in a joint spray-irrigation project. Waste water will be treated in this manner, eliminating the direct discharge of polluted water to streams.

The Defense Supply Agency has been requested to study the feasibility and possible development of standards and a plan for the use of lubricating oils containing recycled components in the operation of government vehicles and equipment.

More than 1.25 billion gallons of used lubricating oil is generated per year in the United States—a significant portion of which receives inadequate or no treatment.

As Mr. Busterud, the new Deputy Assistant Secretary of Defense (Environmental Quality), said recently, ". . . It would certainly not be fair for me to claim that we have solved all of our military problems in the environmental sector. Far from it. This is true, however, also of the civilian sector. But I can tell you that we have now identified many of our problems, and we are developing programs to combat them."



THE CATAMARAN. Labeled an "Innovation for Oceanology," the USNS Hayes is the first departure from conventional hull designs in the U.S. Navy's oceanographic ship construction program. The duel-hulled, 246-foot-long ship will be a major facility for underwater acoustics and oceanographic research. The ship is operated by civil service crews of the Military Sealift Command. In addition to the regular 44-man crew, it carries 30 Naval Research Laboratory scientists and technicians aboard when conducting experiments at sea. (Official U.S. Navy Photo)

Marine Corps Names Assistant Commandant

Marine Lieutenant General Earl E. Anderson has been nominated by President Richard Nixon for appointment to the grade of general and assignment as Assistant Commandant of the Marine Corps.

Gen. Anderson will succeed Marine Gen. Raymond G. Davis, who is scheduled to retire on March 31, 1972.

Gen. Anderson was commissioned in the Marine Corps in June, 1940, and is a combat veteran of World War II, Korea and two tours in Vietnam. A Naval aviator, he earned both B.S. and M.A. degrees from West Virginia University and also holds a Juris Doctor Degree in Law from George Washington University. He is presently serving as Commanding General, Fleet Marine Force, Atlantic.

50 Marines Selected For Navy Schooling

Fifty Marines have been selected for the Navy Enlisted Scientific Education Program (NESEP), crossing their first major hurdle on the way to a college degree and a commission in the Marine Corps.

Before going to college next fall, however, they will undergo further screening by a scientific aptitude test, and, if still in the running, undergo a ten-week preparatory school at either San Diego, Calif., or Bainbridge, Md.

The NESEP program is open to active duty Marines, regular and reserve, between the ages of 20 and 26 at the time of entering college. They must have graduated from high school in the top 50 percent of their class, have a GCT of at least 120, be a citizen of the United States and be recommended by their commanding officer.

The program is designed to provide the Marine Corps with officers with a scientific background. Marines who successfully complete the program receive a baccalaureate degree in science, engineering, mathematics or chemistry and a commission as a second lieutenant.

ARMED FORCES INITIATIVES

EQUAL OPPORTUNITY. A recently formed "Ramstein Air Base Mexican-American Club" has held its first meeting at that installation in Germany. In addition to being a club in which persons of Mexican background can socialize, the group also plans to promote Mexican-American history, including Mexican-American contributions to the history and development of the United States. The club is open to everyone on a voluntary basis as long as they are members of the military, or Army or Air Force civilians employes or dependents residing at Ramstein or in the immediate vicinity.

DRUG ABUSE. Building 5432 is the only name that it bears but it is a symbol of hope for the serviceman at Aberdeen Proving Ground (APG) who is attempting to help himself overcome drug or alcohol abuse. Much of the interior decorating was done by the building's new residents—drug abusers. They are the first patients in the APG's new drug "intervention" program which is being geared to offer a special atmosphere of rehabilitation to servicemen who admit a drug problem. Help is available on a 24-hour basis via a crisis phone system, putting the caller in contact with "The House," where a drug counselor is on duty at all times. Once enrolled in the program, a specific treatment sequence is designed for each participant, depending on his needs. Treatment includes group therapy, individual psychiatric consultation, drug counseling, occupational training, therapy or hospital detoxification.

Aberdeen Proving Ground Drug Abuse Counselling

HUMAN GOALS/RACE RELATIONS. The Brotherhood Association of Military Airmen (BAMA) at Scott Air Force Base, Ill. started out as a black awareness group but has evolved into a black-white group intent on improving things for everyone, particularly first-term airmen. Base Commander Colonel Charles E. Shannon was immediately receptive when a plan for limited-range base radio station—programmed primarily for first-term airmen—was presented to him at a BAMA meeting. Two Scott AFB staff sergeants, Dale Swider and Bill Nunn, originated the idea. The station was built on a self-help basis by base volunteers and local commercial station personnel, who donated most of the equipment. With the call sign KRS, the station went on the air in January. KRS uses a carrier current transmission, which means the signal is carried by cable directly to the barracks and airmen's dining hall. More than 20 airmen serve as volunteer disc jockeys during the 15 hours of daily broadcast. On one occasion, the DJ was the base commander, Col. Shannon.

DOMESTIC ACTION. Army National Guard medical teams from Fort Dix, N.J., recently visited small communities in the interior of Puerto Rico, testing a plan to utilize the President's Total Force Concept for military participation in Domestic Action programs. The operation, dubbed "Operation Coqui," concentrated on four locations selected by the Puerto Rican Government's Commission on Isolated Communities and featured day-long free clinics that provided treatment to people who go for years without receiving proper dental and medical care. Some weeks prior to the operation, the Puerto Rican Government began a massive visiting and word-of-mouth campaign to insure attendance at the clinics by the ordinarily shy and superstitious mountain people.

For sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
-Price 5 cents (single copy). Subscription Price: $2.50 per year; $2.00 additional for foreign mailing.
☆ U.S. GOVERNMENT PRINTING OFFICE: 483-785/V-38